Public Service Commission

Annual Report for 2015-16

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Government of Saskatchewan

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Letters of Transmittal

The Honourable Don McMorris
Minister Responsible for the
Public Service Commission

Her Honour, the Honourable Vaughn Solomon Schofield, Lieutenant Governor of Saskatchewan

May it Please Your Honour:

I respectfully submit the annual report of the Saskatchewan Public Service Commission for the fiscal year ending March 31, 2016, in accordance with section 37 of *The Public Service Act, 1998*.

The Public Service Commission is committed to delivering a strong and high-performing workforce in order for the Government of Saskatchewan to deliver on its commitments to the people of Saskatchewan.

The Public Service Commission's 2015-16 Annual Report demonstrates progress towards commitments that relate to the Public Service Commission as of March 31, 2016. This report also provides progress on key strategies and actions designed to ensure the Government of Saskatchewan has the workforce it needs to deliver on its priorities.

The Government of Saskatchewan was named one of Saskatchewan's Top Employers for the sixth year in a row, as well as one of Canada's Top Employers for Young People for 2016. These awards recognize the Government as a leader in providing employees with an exceptional workplace in which to achieve their career goals.

The initiatives pursued in 2015-16, and the results achieved, are communicated to the legislature and to Saskatchewan citizens through this report.

The Honourable Don McMorris
Minister Responsible for the Public Service Commission

Karen Aulie, Chair
Public Service Commission

The Honourable Don McMorris, Minister Responsible for the Public Service Commission

May it Please Your Honour:

I have the honour of submitting the annual report of the Saskatchewan Public Service Commission for the fiscal year ending March 31, 2016.

In 2015-16, the Public Service Commission's significant accomplishments include: implementation of strategic workforce planning; development of a health and safety framework; and a refreshed commitment to Public Service Renewal.

The Public Service Commission will continue to provide the best possible service to all employees of the Government of Saskatchewan and to the citizens of this province.

I acknowledge responsibility for this report and provide my assurance with regards to the accuracy, completeness and reliability of the information contained in this report. I also accept responsibility for the financial administration and management control of the Public Service Commission.

Karen Aulie
Chair, Public Service Commission

Introduction

This annual report for the Public Service Commission presents the Commission's results for the fiscal year ending March 31, 2016. It provides results of publicly committed strategies, key actions and performance measures identified in the Public Service Commission's *Plan for 2015-16*. It also reflects progress toward commitments from the Government Direction for 2015-16: Keeping Saskatchewan Strong, the *Saskatchewan Plan for Growth – Vision 2020 and Beyond*, throne speeches and the Commission's *Plan for 2015-16*.

The annual report demonstrates the Commission's commitment to effective public performance reporting, transparency and accountability to the public.

The *Public Service Commission Plan for 2015-16* is available at www.finance.gov.sk.ca/PlanningAndReporting/reports under 2015-16 Public Service Commission.

Alignment with Government's Direction

The Public Service Commission's activities in 2015-16 align with Government's vision and four goals:

Saskatchewan's Vision

"... to be the best place in Canada – to live, to work, to start a business, to get an education, to raise a family and to build a life."

- **Sustaining growth and opportunities for Saskatchewan people**
- **Meeting the challenges of growth**
- **Securing a better quality of life for all Saskatchewan people**
- **Delivering responsive and responsible government**

Together, all ministries and agencies support the achievement of Government's four goals and work towards a secure and prosperous Saskatchewan.

Commission Overview

The Public Service Commission is the central human resource agency for the Government of Saskatchewan. The Commission provides leadership and policy direction to all ministries in order to enable a high-performing and innovative, professional public service. The Commission works with ministries to ensure effective workforce management by supporting delivery of foundational services such as staffing and classification, and strategic support including labour relations and organizational development.

The Commission supports Public Service Renewal through many of its government-wide initiatives, which include: Our Commitment to Excellence; the Corporate Mentorship Program; strategic workforce planning; as well as, through the Commission's use of Lean methodology and program reviews.

Organizational Structure

The Public Service Commission (PSC) is structured into the following five functional areas:

Employee Relations, Policy and Planning

Employee Relations, Policy and Planning represents the government and certain agencies in the negotiation of collective agreements with bargaining agents. This division provides labour relations services to management, as well as develops and administers compensation and benefits systems and policies for the public service. This division leads the development and implementation of government-wide human resource strategies and policies and provides legislative services to the PSC. Employee Relations, Policy and Planning also leads corporate health, safety and wellness initiatives, assists workplaces to manage disability and health-related absences, and supports the Employee and Family Assistance Program.

Human Resource Client Service and Support

Human Resource Client Service and Support provides human resource consulting and advisory services to all ministries. These services include recruitment, assessment and selection of candidates for public service employment, and classification of jobs by applying standard evaluation criteria. This division coordinates and delivers corporate organizational effectiveness initiatives, organizational development consulting services and assists ministries with workforce planning. Human Resource Client Service and Support develops corporate programming to build leadership, management and organizational capacity throughout the public service.

Employee Service Centre

The Employee Service Centre provides human resource benefits and payroll administration services to government. This division is responsible for the design, development, implementation and operation of government-wide human resource information technology systems required for payroll purposes and human resource management.

Business Services

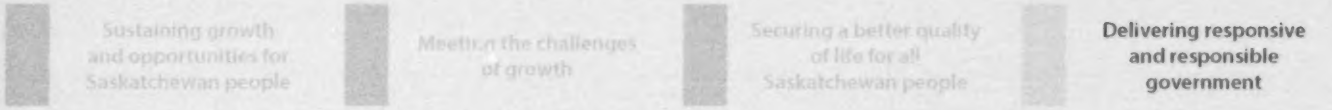
Business Services provides centrally-managed services in the areas of finance, human resource information management, and other operational services, including accommodations and office equipment, required for the delivery of the Commission's mandate.

Communications

Communications manages the strategic communications function for Public Service Commission activities and operations, including cross-government projects and initiatives.

Progress in 2015-16

Government Goals


Sustaining growth and opportunities for Saskatchewan people
Meeting the challenges of growth
Securing a better quality of life for all Saskatchewan people
Delivering responsive and responsible government

The Public Service Commission is a central agency and primarily works towards the government goal of **Delivering Responsive and Responsible Government** by working to build and maintain a professional and high-performing public service. The Saskatchewan Public Service's vision is to be 'The Best Public Service in Canada'; therefore, the role of the Public Service Commission is critical in helping Executive Government accomplish this goal. A high-performing workforce allows the Government of Saskatchewan to deliver on its commitments to the citizens of Saskatchewan.

The actions and strategies contained in this report reflect Public Service Commission specific results, as well as government-wide results, depending on the nature of the action taken.

Commission Goal

A Renewed Public Service to Support the *Saskatchewan Plan for Growth*.

Strategy

Enhance talent management to ensure the Government of Saskatchewan has the workforce to deliver programs and services.

Key Actions and Results

Lead and support Government's Strategic Workforce Planning process.

- Strategic Workforce Planning helps ensure the Government of Saskatchewan has the workforce it needs to effectively deliver programs and services, both internally and to the public. Strategic Workforce Planning has been implemented in eight ministries and the remaining ministries will be completed by 2017-18.

Strategy

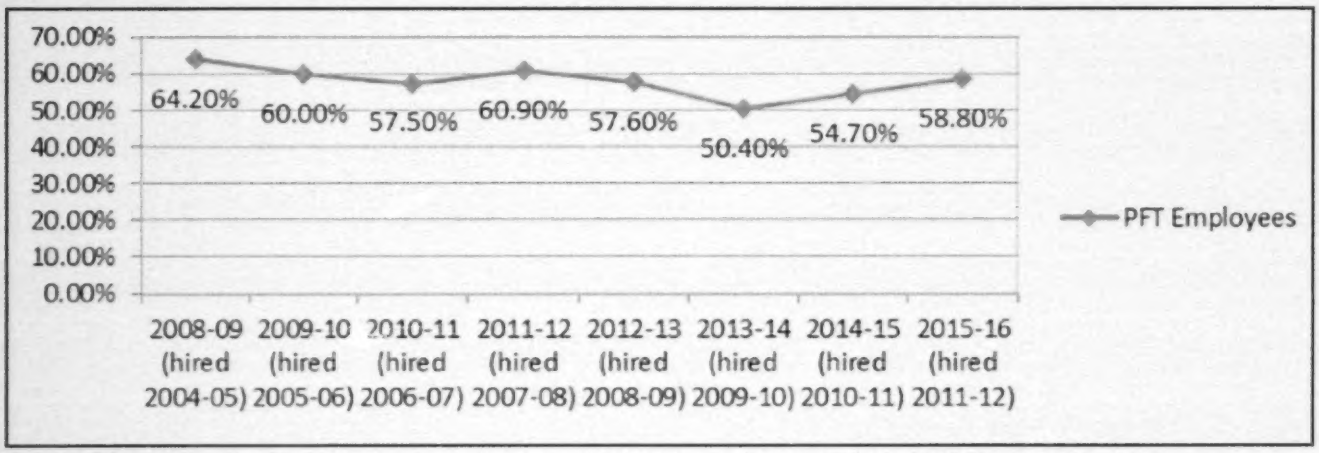
Advance strategic corporate initiatives through inter-ministerial cooperation.

Key Actions and Results

- A refresh of Public Service Renewal launched in October 2015. This involved a corporate communication campaign that included the development of a communication strategy, digital tools and visuals. This was done to support and increase employee awareness and understanding of Public Service Renewal to enhance employee engagement, ensure employees are guides by our values, work as one team and put clients and .citizens first.
- The Employee Orientation Program and Corporate Mentorship Program were updated to increase the effectiveness of these programs. These programs help support employee engagement and leadership at all levels of the organization.
- In keeping with the value of "Serving Citizens", the Public Service Commission also worked towards the development of customer service training for employees. This training will provide employees with the right skills and knowledge needed to enhance service to the clients the Government of Saskatchewan serves. Preliminary work has been conducted and training will be implemented in 2016-17.

Performance Measures

Government of Saskatchewan Service-Wide Four-Year Retention Rate of Permanent Full-Time Hires



Sources: Public Service Commission Human Resource Information System, March 2016; Government of Saskatchewan, Multi-Informational Database Application System (MIDAS), March, 2004-16.

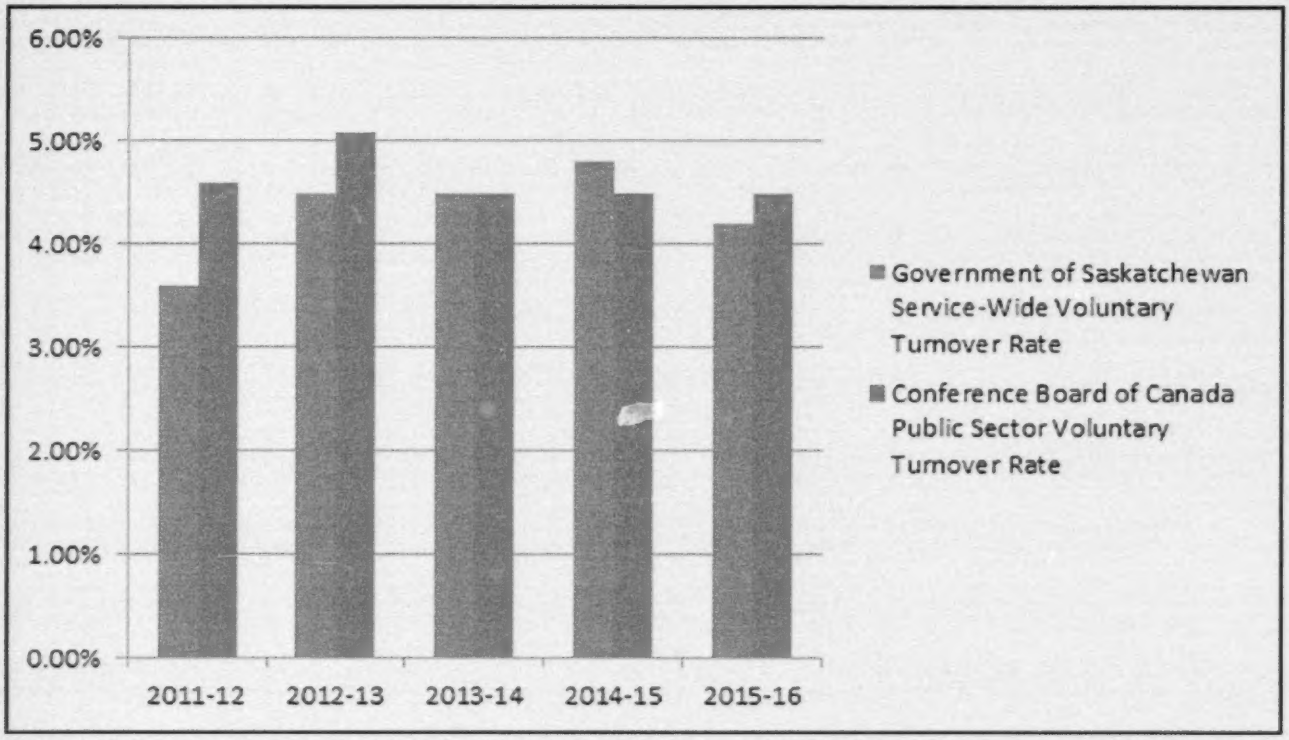
Retention rate measures the rate at which the public service retained new, permanent full-time employees (FTE) over a four-year period and provides insight into the quality of workplace policies and practices, organizational culture, and leadership within the public service. Retention rate helps to measure two public service strategies: the extent to which the public service is able to retain a professional workforce and create a work environment that supports employee engagement.

Over the past year, the retention rate has increased from 54.7 per cent in 2014-15 to 58.8 per cent in 2015-16. There will be a continued focus on initiatives to improve workforce retention trends. The positive impacts of Public Service Renewal and Our Commitment to Excellence are contributors to the improved results in this data.

This measure is calculated by dividing the number of retained permanent full-time employees in a four-year period (2012-16) by the number of employees hired within the first year of the four-year period (2011-12). A new employee is a new hire with no previous government experience, or one who is returning to work after a break in service of more than 180 days.

While this measure is helpful, it is not the most accurate way of tracking retention data. This data includes all departures (both voluntarily and involuntarily) which may skew the results. It should also be noted the Public Service Commission adopted a new workforce retention measure in 2015-16 in order to more accurately track retention rates within the Government of Saskatchewan. It is outlined below.

Government of Saskatchewan Service-Wide Voluntary Turnover Rate (Permanent Full-Time and Permanent Part-Time Employees)



Sources: Public Service Commission Human Resource Information System, March 2016; Government of Saskatchewan, Multi-Informational Database Application System (MIDAS), March, 2004-16; Conference Board of Canada, October 2015.

Voluntary turnover measures turnover due to an employee's initiated departure. This data shows employees who left voluntarily (excluding retirements, dismissals, severances, redundancies [employees who may be in two positions], transfers, deaths and leaves). It also excludes casual, contract, temporary, or seasonal workers. This measure shows the rate at which employees voluntarily left the public service and provides insight into the quality of workplace policies and practices, organizational culture, and leadership within the public service.

Since this group leaves voluntarily, it is a demographic that can be influenced by changes to policies and programs. This shows the extent to which employees are retained and engaged.

Over the past year, the voluntary turnover rate has decreased from 4.8 per cent in 2014-15 to 4.2 per cent in 2015-16. This rate has also dropped below the Conference Board of Canada Public Sector average of 4.5 per cent in the past year. This is a positive sign for the Government of Saskatchewan, and is an indicator that employees are less inclined to leave the public service.

This measure is calculated by dividing the number of voluntarily departed employees by the total number of employees government-wide.

Government Goals

Sustaining growth and opportunities for Saskatchewan people

Meeting the challenges of growth

Securing a better quality of life for all Saskatchewan people

Delivering responsive and responsible government

Commission Goal

The Government of Saskatchewan is an Employer of Choice.

Strategy

Ensure effective management and decision-making frameworks contribute to a positive and productive work environment for the Government of Saskatchewan.

Key Actions and Results

Develop a Strategic Human Resource Policy Framework to enhance organizational performance for the Government of Saskatchewan.

- In 2015-16, a comprehensive Human Resource Policy Framework concept was developed, preliminary work was done and a Project Charter was written. Full implementation of the framework will take place in 2016-17, with a goal of conducting two human resource policy reviews within the framework in the same year. By developing this framework, the Public Service Commission has standardized and established processes to conduct human resource policy reviews and updates. This helps increase organizational performance and ensures policies are reviewed and updated in a concise and comprehensive way to ensure the right policies are in place.

Reinforce a labour relations environment that is conducive to meeting government's business objectives.

- An agreement was negotiated, and implemented with the Saskatchewan Government and General Employees' Union (SGEU) to make changes to a number of management positions as a result of changes to *The Saskatchewan Employment Act*. A total of 123 positions with management responsibilities were moved out-of-scope. Shifting these positions enhances management and decision-making.
- Collective bargaining preparations for the PS/GE Collective Bargaining Agreement (expires September 30, 2016) have begun. Negotiations for the Canadian Union of Public Employees (CUPE) 600 Collective Bargaining Agreement (expired September 30, 2015) also began. Ensuring labour stability for the government workforce is integral to meeting government business objectives, as well as contributing to a positive and productive workforce.

Strengthen the approach to manage and recognize employee performance within the Government of Saskatchewan.

- The Corporate Employee Recognition framework and policy were developed and implemented. Under this program, the Public Service Commission supported the development of individual ministry-based recognition programs to enhance employee recognition government-wide. As of March 31, 2016, 14 ministries had established Deputy Minister Awards to recognize employees. The remaining three ministries will launch award programs in 2016-17. This initiative contributes to building a culture of recognition and a more positive work environment. It also helps employee retention and further improves the Government of Saskatchewan's standing as an employer of choice.
- In order to strengthen the effective management of employee performance and to build a more productive workforce, the Public Service Commission has also supported the implementation of targeted attendance management programs in all ministries. Attendance management is a key performance tool, and will help increase productivity and ensure the responsible use of resources.

Complete a review of the Government of Saskatchewan's Conflict of Interest Policy to mitigate risk for the Saskatchewan Public Service.

- The review of the Conflict of Interest policy has been deferred to the upcoming year due to resource restrictions. This policy will be reviewed in 2016-17.

Strategy

Provide responsible and relevant programs and services to attract, develop and engage a talented and representative workforce within the Government of Saskatchewan.

Key Actions and Results

Provide assistance and advice to ministries in the analysis of relevant human resource data and information.

- The Public Service Commission strengthened government-wide engagement tools and processes such as a standard engagement survey for ministry use and tracking and reporting data for analysis. Implementing these new measures will help to identify opportunities to improve engagement. Engagement is a key factor in attracting and maintaining a talented workforce.

Begin the implementation of the public service Disability Employment Strategy, with emphasis on education and awareness.

- The four-year Disability Employment Action Plan was launched in December 2015 and supports the government's disability strategy. Removing barriers for employees experiencing disabilities will help to increase the Government of Saskatchewan's ability to attract, develop and engage employees and contribute to a more representative workforce. Preliminary work on began on education and awareness such as developing an information brochure and creating a website with resources and information for employees.

Continue to implement the online Enterprise Learning Management System (Learn) to all ministries.

- The Commission completed the implementation of Learn for all ministries. Uptake and use of this system has been extremely positive. In 2015-16, 13,000 online classes have been completed; 21,000 classroom training seats were filled; and nearly 460,000 user activities were completed. The Public Service Commission also supported the design and development of 50 e-learning classes. This new system incorporates continuous learning and development to create higher-performing employees.

Provide learning opportunities focused on policy development, middle management training and executive leadership development.

- The Public Service Commission developed several initiatives to improve learning and development for employees in leadership roles.
  - The Enhancing Management Talent training program and Executive Education program were developed.
  - A total of 112 Government of Saskatchewan employees received Johnson Shoyama Graduate School of Public Policy Certificates in 2015-16. Since the start of the program in 2008, a total of 401 employees have completed the program as of March 31, 2016.
- In keeping with the goal of being an employer of choice, the Government of Saskatchewan was also named one of Saskatchewan's Top Employers in 2016 and one of Canada's Top Employers for Young People in 2016.
- The Government of Saskatchewan has also continued to place an emphasis on creating middle management and executive leadership opportunities for Aboriginal persons in the Government of Saskatchewan. Initiatives to hire additional Aboriginal persons into management positions are underway. Representation at the senior management level has not increased due to a number of departures in the past year. Middle and other management representation for Aboriginal persons has increased by 13 positions, which means a rise in the past year from 5.6 per cent to 6.2 per cent.
- A refresh of the Corporate Mentorship Program was made to increase participation of senior leaders and employees. The Commission's Chair and Assistance Chair participated as mentors in 2015-16. There were 130 mentorship matches in 2015.

Strategy

Promote employee well-being as part of a workplace health and safety framework.

Key Actions and Results

Support the Government of Saskatchewan to eliminate or reduce hazards, to promote the achievement of *Mission: Zero* and to implement the Health and Safety Leadership Charter.

- As a result of increased focus on employee well-being, injury prevention and early intervention to reduce hazard, the Public Service Commission made progress towards a number of Government of Saskatchewan goals:

- Nine per cent reduction in the Workers' Compensation Board Injury Rate in 2015 (total reduction of 24.6 per cent since 2012); and
- Time Loss Due to Injury has decreased by 4,063 days in the past year.

Implement a Disability Management Program pilot, using third-party disability case management, aimed at promoting healthy employee attendance at work.

- In 2015-16, preparation for this project began. There were delays to the implementation due to resource constraints. Work on this initiative will continue in 2016-17.

Lead implementation of the *"Psychological Health and Safety in the Workplace Standards"* for the Government of Saskatchewan.

- There were delays to the implementation of this initiative due to resource constraints.
- In 2015-16, pre-implementation of *"Psychological Health and Safety in the Workplace Standards"* began. Tools were developed as a part of the overall initiative. Improvements were also made to the Employee and Family Assistance Program (EFAP) to increase effectiveness. Demand and volume of cases has increased; however, costs per case have decreased.
- The tragic incident in La Loche was well supported by the Public Service Commission and particularly by the EFAP unit who provided direct support. This is an example of the Government of Saskatchewan working as one team and continuing to serve citizens as part of Our Commitment to Excellence.

Performance Measures

Executive Government Service-Wide Workforce Representation by Diverse Employee Groups

Increase representation to more closely reflect Saskatchewan Human Rights Commission targets by March 31, 2016.

Government of Saskatchewan Service-Wide Workforce Representation by Diverse Employee Groups

Percentage workforce representation by diverse employee groups									
	2008-09	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16	SHRC Goal
Aboriginal persons	11.6%	11.8%	12.0%	11.8%	11.7%	11.4%	11.1%	10.6%	14.0%
Persons with a Disability	3.1%	3.1%	3.0%	3.0%	2.9%	2.7%	2.6%	2.4%	12.4%
Visible Minority Persons	3.5%	3.6%	3.7%	4.2%	4.3%	3.9%	4.0%	4.1%	6.6%
Women in senior management	40.1%	37.9%	40.0%	42.4%	40.0%	39.4%	39.7%	41.6%	46.0%
Women in middle mgmt. & other mgmt. positions	37.5%	39.1%	39.0%	40.7%	42.0%	43.8%	45.0%	47.1%	46.0%
Youth	13.4%	13.0%	12.8%	13.7%	13.3%	13.3%	13.4%	14.1%	n/a

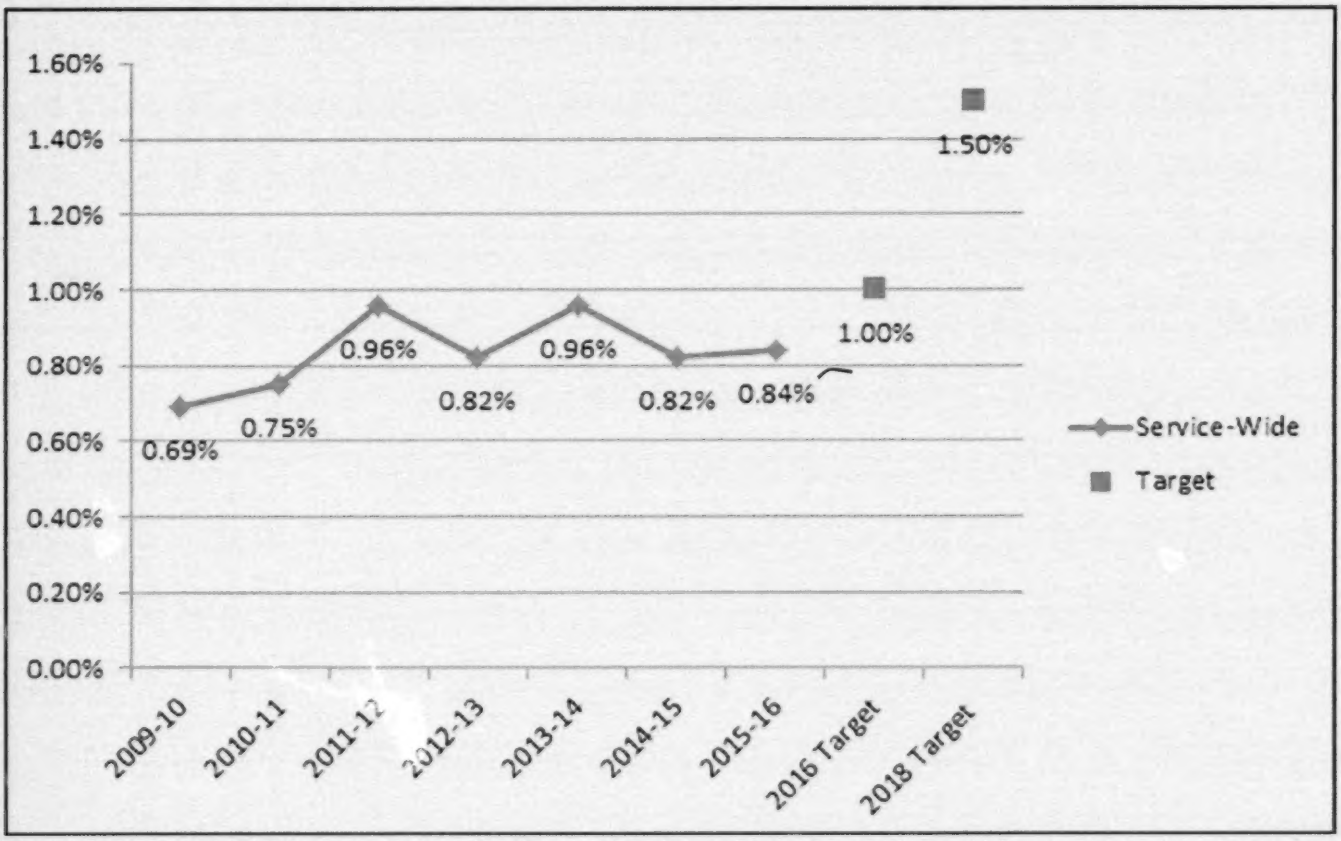
Source: Government of Saskatchewan, Multi-Informational Database Application System (MIDAS), March 2009 to March 2016.
**Goals are set by the Saskatchewan Human Rights Commission.*

This measure reflects the Government of Saskatchewan's ability to attract and retain a workforce representative of Saskatchewan's population, including Aboriginal persons, persons with a disability, visible minority persons, women and youth. The percentage of Aboriginal persons and persons with a disability decreased slightly. The percentage of youth within the public service increased from 13.4 per cent in 2014-15 to 14.1 per cent in 2015-16. Youth recruitment and retention continues to be a priority for the public service due to the increasing number of retirements that are anticipated over the next decade. Programs such as the Disability Management Program, Summer Student Program and the Corporate Mentorship Program have been reviewed and are in place to attract and retain a diverse workforce.

The percentage of each diversity group is calculated by dividing the number of employees who voluntarily self-declared within a diversity group by the total number of employees in the Saskatchewan public service, as of March 31, 2016. For youth, the number of employees under the age of 30 are divided by the total number of employees, as of March 31, 2016.

Performance Measures

Executive Government Service-Wide Percentage of Payroll Spent on Training



Sources: Ministry Year-End Financial Reports for Learning and Development Costs and Finance Entity Costing report for payroll dollars.

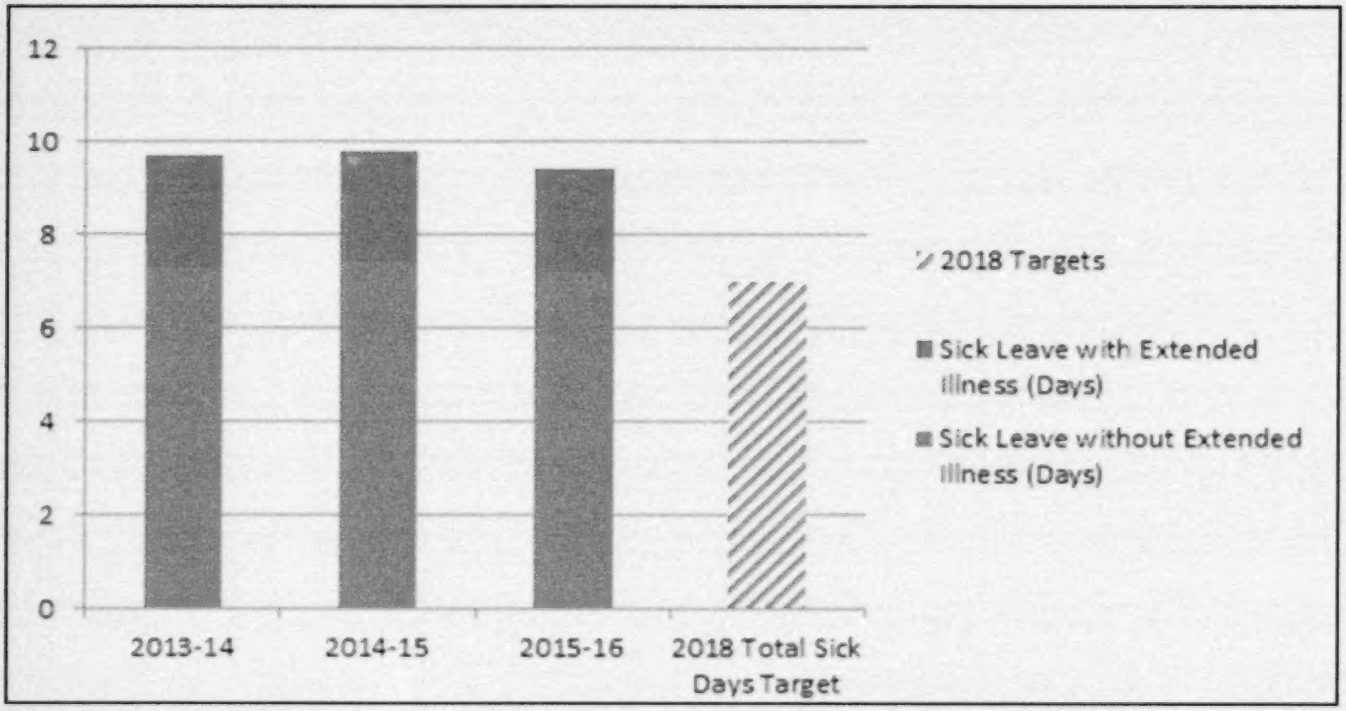
Increase the percentage of payroll spent on training to progress toward the 1.5 per cent target for 2018.

This data measures the amount the Government of Saskatchewan spent on training its employees as a percentage of straight-time annual payroll. The measure provides insight into investment in education, training and development for employees and helps to measure the success of the strategy to drive organizational performance.

Higher public expectations for services, along with changing programs, policy and service delivery models requires employees with the right skills and knowledge to effectively perform the work. Increased investment in learning and development will help engage employees and keep their skills current in order to meet citizen expectations.

In 2015-16, the Government of Saskatchewan invested, on average, 0.84 per cent of payroll on learning and development. This investment is slightly higher than the 0.82 per cent investment in 2014-15. In December 2014, the Government of Saskatchewan introduced fiscal restraint, which impacted expenditures for learning and development.

Executive Government Service-Wide Sick Leave Usage per Full-Time Employee (FTE)

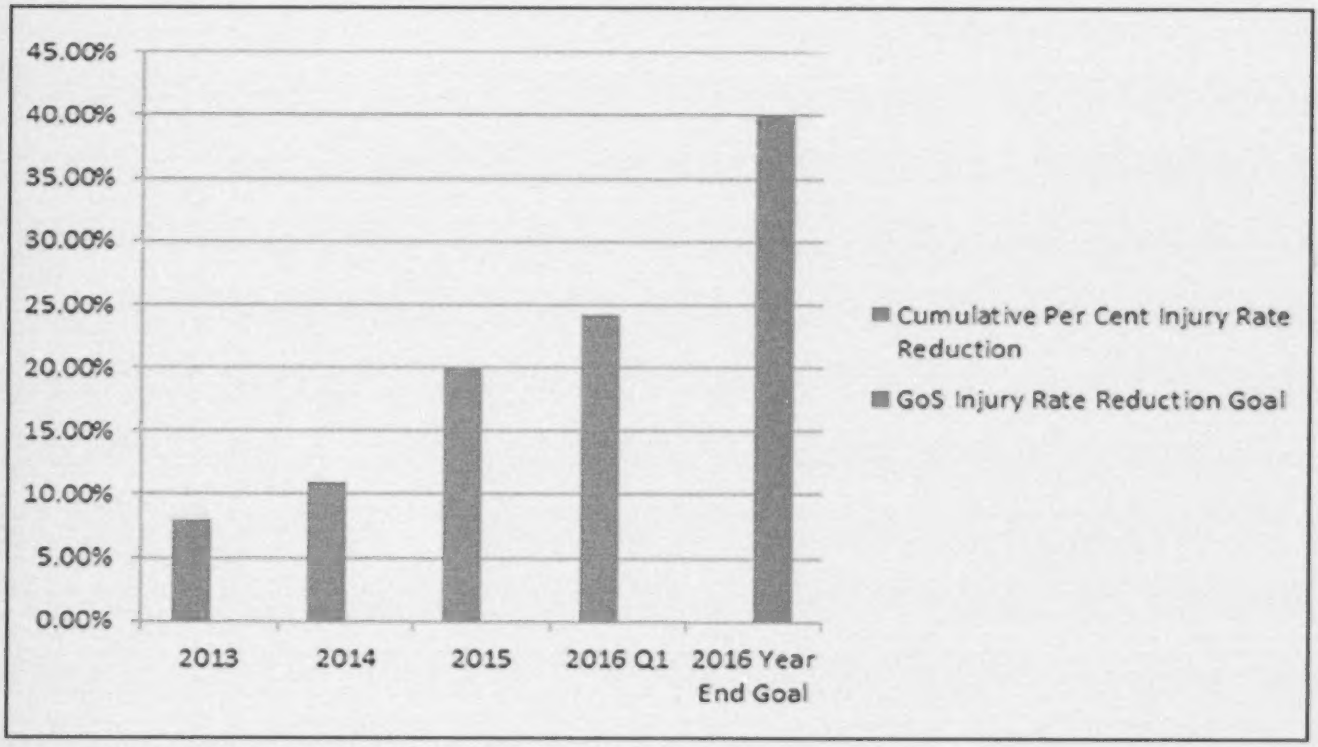


Sources: Public Service Commission Human Resource Information System, March 2016; Government of Saskatchewan, Multi-Informational Database Application System (MIDAS), March 2013-16.

This measures the average number of sick days used per employee in the Saskatchewan public service in 2015-16. The number of sick leave days overall decreased slightly from 9.82 days in 2014-15 to 9.44 days last year. This is a positive move towards the 2018 target of 7.0 days per FTE and can be partially contributed to the increased focus on employee health and well-being.

This measure is calculated by tracking total sick time per employee and averaging it out for all FTEs, as well as Sick Leave with Extended Illness (more than three consecutive days), and Sick Leave without Extended Illness (less than three consecutive days).

Executive Government Service-Wide Workers' Compensation Board (WCB) Injury Rate



Sources: Workers' Compensation Board Injury Rate Statistics, March 2016.

The Government of Saskatchewan's goal is to reduce the injury rate by 10 per cent per year (30 per cent from 2012 baseline per calendar year) to achieve a 40 per cent reduction by December 2016. There has been a year-over-year reduction in the service-wide injury rate.

This measure shows the Workers' Compensation Board Injury Rate for the Government of Saskatchewan. The injury rate has decreased from the 2012 baseline. The goal is an overall 40 per cent decrease by December 31, 2016. Currently, the Government of Saskatchewan is at a 24.3 per cent reduction. The Government still needs a 15.7 per cent reduction by the end of December 2016.

The constant decrease over the past four years can be attributed to a renewed focus on employee well-being and safety and the adoption of *Mission: Zero*.

Government Goals

Sustaining growth and opportunities for Saskatchewan people

Meeting the challenges of growth

Securing a better quality of life for all Saskatchewan people

Delivering responsive and responsible government

Commission Goal

The Public Service Commission is a Valued and Respected Partner Delivering Excellent Services.

Strategy

Enhance the efficiency, effectiveness and accountability for the Public Service Commission.

Key Actions and Results

Improve service delivery for staffing, classification, payroll and benefits.

- As a key component of Government's accountability process, the Public Service Commission uses program review to continuously improve it programs and services.
- PSC Client, the Public Service Commission's self-serve employee portal was rolled-out to all ministries in August 2015. The implementation of PSC Client gives employees access to human resource information such as benefits information, pay stubs and T4 slips. PSC Client improves service to all employees by increasing timeliness and convenience.
- Client satisfaction surveys for payroll and benefits, classification and staffing were put into place. Client input is embedded in a number of processes including strategic planning, Program Review, Lean and operational program design. All work leads to increased accountability and promotion of engagement, which in turn will lead to better service for clients.

Develop a records management framework and policy to guide the proper documentation and handling of human resource related records for the Government of Saskatchewan.

- This action was not accomplished due to resource constraints. Data collection has been completed and implementation will take place in 2016-17.

Enhance human resource data integrity and analytics capability to support enhanced reporting and management decision-making in the Government of Saskatchewan.

- The implementation of new strategic planning, operational planning and other monitoring processes has helped the Public Service Commission track and monitor initiatives throughout the year. This also allows the Commission to prioritize and re-allocate resources within the organization to facilitate project completion. These processes have enabled the Commission to better manage resources as one team, execute on priorities, enhance accountability and improve communication across the organization.

Performance Measures

Client Satisfaction:

The Public Service Commission is currently establishing the data set and benchmarks for client satisfaction. Reporting will be available in 2016-17.

Government Goals

Sustaining growth and opportunities for Saskatchewan people

Meeting the challenges of growth

Securing a better quality of life for all Saskatchewan people

Delivering responsive and responsible government

Commission Goal

Employees of the Public Service Commission are Engaged, Innovative and Adaptable.

Strategy

Integrate Our Commitment to Excellence vision and values in the Public Service Commission's approach to service delivery.

Key Actions and Results

Provide on-going support to Public Service Commission employees to understand and demonstrate behaviours consistent with Our Commitment to Excellence.

- All actions from the 2015-16 Public Service Commission Employee Engagement Action Plan and the Inclusive Workplace Plan have been completed. The Commission has made efforts to improve engagement and collaboration and continue to embed the values in Our Commitment to Excellence. The Public Service Commission continues to communicate and promote values throughout the year.

Implement actions from the 2015-16 Public Service Commission's Safety Plan.

- In 2015-16, the Public Service Commission implemented regular mental health and safety messages to employees focused on employee well-being, injury prevention and early intervention to reduce hazards.

Implement actions from the 2015-16 Public Service Commission's Culture Sustainment Plan

- The Culture Committee designed and implemented orientation sessions for new employees; the Public Service Commission held an all-staff event, which included recognizing team and employees living the core values. These activities contribute to improving employee engagement and help employees to live the values in Our Commitment to Excellence.

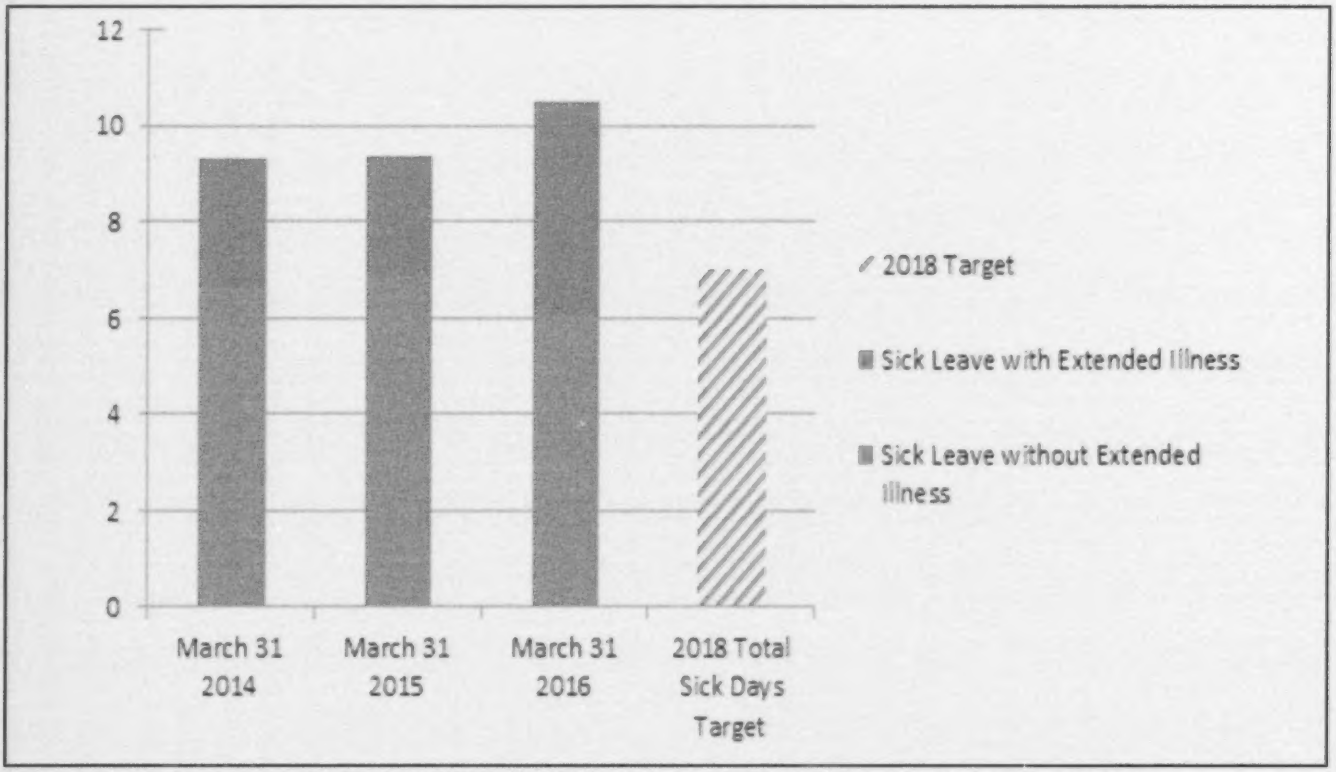
Performance Measures

Public Service Commission Planning for Success and Work and Learning Plan Discussions Completed

One hundred per cent of Public Service Commission employees will have participated in Planning for Success and Work and Learning Plan Discussions:

- All employees have participated in both mid-year and year-end discussions regarding their Planning for Success and Work and Learning Plans. These discussions help to ensure the Public Service Commission is a high-performing and engaged organization and increase accountability for both employees and leadership.

Public Service Commission Sick Leave Usage per FTE



Sources: Public Service Commission Human Resource Information System, March 2016; Government of Saskatchewan, Multi-Informational Database Application System (MIDAS), March 2014-16.

The goal is to decrease sick leave usage to progress toward the seven day per FTE 2018 target.

This measure is calculated by tracking total sick time per PSC employee, as well as Sick Leave with Extended Illness (more than three consecutive days) and Sick Leave without Extended Illness (less than three consecutive days), which is necessary as the Government of Saskatchewan does not have short-term disability.

This measure represents the average number of sick days used per Public Service Commission employee in 2015-16. The Public Service Commission's number of sick days has increased slightly over the past three years due to an increase in employees on leave for extended illness. Sick Leave without Extended Illness has decreased by 0.24 days since 2014.

Public Service Commission Workers' Compensation Board Injury Rate

The Public Service Commission is currently establishing the data set and benchmarks for the Workers' Compensation Board Injury rate. Reporting will not be available until 2016-17.

2015-16 Financial Overview

For the period ending March 31, 2016, the Public Service Commission incurred total expenses of $32.962 million. This represents a variance of $2.976 million under the 2015-16 operating budget of $35.938 million. The variance primarily relates to the reduction in amortization for information technology systems and reductions in operating expenses, including information technology spending.

	(in thousands of dollars)				
PROGRAMS	2014-15 Actual	2015-16 Budget	2015-16 Actual	Variance	
Central Management and Services					
Salaries	$1,185	$1,633	$1,724	91	1
Operating Expenses	$4,348	$4,317	$4,355	38	
SUB-TOTAL	$5,533	$5,950	$6,079	129	
Employee Service Centre					
Salaries	$6,521	$6,513	$6,520	7	
Operating Expenses	$4,065	$4,325	$3,143	(1,182)	2
SUB-TOTAL	$10,586	$10,838	$9,663	(1,175)	
Employee Relations, Policy and Planning					
Salaries	$2,564	$2,974	$2,884	(90)	1
Operating Expenses	$613	$613	$754	123	3
SUB-TOTAL	$3,177	$3,605	$3,638	33	
Human Resource Client Service and Support					
Salaries	$13,090	$12,674	$12,179	(495)	1
Operating Expenses	$1,587	$1,371	$1,083	(288)	2
SUB-TOTAL	$14,677	$14,045	$13,262	(783)	
Appropriation	$33,973	$34,438	$32,642	$(1,796)	
Amortization of Capital Assets					
Amortization - Land, Building and Improvements	$228	220	218	(2)	
Amortization - Office and Information Technology	$1,183	1,280	102	(1,178)	4
SUB-TOTAL	1,411	1,500	320	(1,180)	
Total Expenses	$35,384	$35,938	$32,962	$(2,976)	

Explanation of Major Variances (over $50K):

1. Savings due to staffing delays.
2. Delayed spending for information technology projects.
3. Increase in costs to provide counseling services to employees.
4. Amortization of information technology system.

The Public Service Commission collects revenue from outside agencies to recover the benefits portion of Minister's Office staff salaries. This revenue is collected on behalf of government and all revenue collected is deposited into the General Revenue Fund. A summary of the Public Service Commission's 2015-16 budgeted revenue compared to actual revenue is presented below.

	(in thousands of dollars)				
Programs	2014-15 Actual	2015-16 Budget	2015-16 Actual	Variance	
Other Revenue					
Casual Revenue	$122	$105	$66	(39)	
Previous Year Expenditures			$115	115	1
Sales, Service and Service Fees					
All other service fees	$23				
Total Revenue	$145	$105	$181	$76	

Explanation of Major Variances (over $50K):

1. Adjustment to prior year payable.

FTEs	(in thousands of dollars)
Budget	$295.1
Total Utilization including students (11.7)	$289.5
Variance	(5.6)

Report on Disclosures Made Pursuant to *The Public Interest Disclosure Act*

The Public Interest Disclosure Act (the Act) was proclaimed on September 1, 2011. The purpose of the Act is to enhance confidence in government institutions and the public service by facilitating the disclosure and investigation of alleged wrongdoing in government institutions and to strengthen protection for public servants who disclose. Information on the Act, including a list of designated officers and information on making disclosures and complaints can be found at www.cs.gov.sk.ca/pida.

The Act applies to employees of Executive Government, as well as employees of Crown corporations and other agencies, boards, and commissions included under the definition of "government institutions" in *The Freedom of Information and Protection of Privacy Regulations*.

The Act describes a wrongdoing as an act or omission in or relating to a government institution or the public service that the employee believes:

- is contrary to law;
- is a substantial and specific danger to the life or health and safety of persons;
- is a substantial and specific danger to the environment;
- is gross mismanagement of public funds or public assets; or
- involves another employee knowingly counseling someone to commit a wrongdoing.

The Role of the Public Service Commission

The Minister Responsible for the Public Service Commission is responsible for the Act. The Public Service Commission plays a central coordination and advisory role to the designated officers regarding the application of the Act. The Public Service Commission is responsible for developing procedures for designated officers to manage disclosures and for educating designated officers accordingly. In addition, the Public Service Commission works with Ministry of Justice legal counsel and designated officers when disclosures are received within their organizations to help them manage through the process. The Public Service Commission coordinates the appointment of designated officers in all government institutions and is responsible for creating and maintaining their website, which provides general information and resources to all employees, as well as tools and templates for designated officers. The website can be found at www.cs.gov.sk.ca/pida.

The Role of the Permanent Heads

The Act requires the permanent heads/CEOs of government institutions to establish internal procedures for managing disclosures including the appointment of a designated officer from within their government institution.

The Role of the Public Interest Disclosure Commissioner

The Act establishes a Public Interest Disclosure Commissioner as an independent officer of the legislature. The Act provides the Commissioner with the authority to provide education, undertake investigations, make recommendations and initiate systemic reviews when common themes or issues are identified through the complaint process. The Commissioner's website can be found at www.saskpidc.ca.

Making Disclosures

The Act enables disclosure to a designated officer or to the Public Interest Disclosure Commissioner. A link to the 'disclosure of wrongdoing' form can be found at *the Public Interest Disclosure Act* webpage.

Making Complaints of Reprisal

The Act also prohibits reprisals (e.g., dismissal, layoff, suspension, demotion, elimination of a job, reprimand) against public servants for making (or seeking advice about making) a disclosure of wrongdoing, participating in an investigation about a wrongdoing, or declining to participate in a wrongdoing. Any employee who feels he or she has been the subject of reprisal can make a complaint of reprisal to the Public Interest Disclosure Commissioner, who may undertake an investigation and provide a recommendation to the employee's government institution.

Where to Find More Information on Public Interest Disclosures in the Public Service

Employees and Designated Officers can find more information about the Act and its procedures, including links to forms and regulations at www.cs.gov.sk.ca/pida.

Annual Reporting (2015-16)

The Act requires the tabling of an annual report by the Minister Responsible for the Public Service Commission on internally handled disclosures from all government institutions. In 2015-16, one disclosure was received. The disclosure was investigated and wrongdoing was found. The case is ongoing. As this disclosure was made to the Public Interest Disclosure Commissioner, it was also reported in the Commissioner's 2015 annual report.

For More Information

If you have questions or comments about this report, we invite you to contact us at:

Public Service Commission
2350 Albert Street
REGINA SK S4P 4A6
Tel: (306) 787-7611
Fax: (306) 798-5045

For more information on programs, please visit the Public Service Commission website: www.saskatchewan.ca/government/government-structure/boards-commissions-and-agencies/public-service-commission.

For a copy of the legislation, visit:

The Public Service Act, 1998: www.qp.gov.sk.ca/documents/English/Statutes/Statutes/P42-1.pdf

The Public Service Regulations, 1999: www.qp.gov.sk.ca/documents/English/Regulations/Regulations/P42-1R1.pdf

Appendices

Appendix A – Mandate and Governing Legislation

The Public Service Commission is the central human resource agency for the Government of Saskatchewan. The Public Service Commission provides leadership and policy direction to all ministries in order to enable a high-performing and innovative professional public service. The Public Service Commission works with ministries to ensure effective workforce management by supporting delivery of foundational services such as payroll, staffing and classification, and strategic support including labour relations and organizational development. The Public Service Commission also supports and promotes government-wide projects including the implementation of the Lean initiative.

The Public Service Commission is responsible for representing the public interest in the administration of *The Public Service Act, 1998*, and *The Public Service Regulations, 1999*. According to section 3 of *The Public Service Act, 1998*, the purposes of the Act are:

- To maintain an independent and professional public service;
- To facilitate providing quality service to the public in a manner that is responsive to changing public requirements;
- To recruit employees to the public service, and to develop a qualified public service in a manner that fulfills the purposes of the Act;
- To strive to develop a public service that represents the diversity of the people of Saskatchewan; and
- To promote harmonious relations between the Government of Saskatchewan, its employees in the public service and the trade unions that represent those employees.

The Minister Responsible for the Public Service Commission has general responsibility for the Public Service Commission including responsibility for answering questions in the Legislative Assembly. The Minister's legal authority is limited to giving direction to the Public Service Commission in carrying out its statutory duties with respect to collective bargaining with trade unions representing government employees.

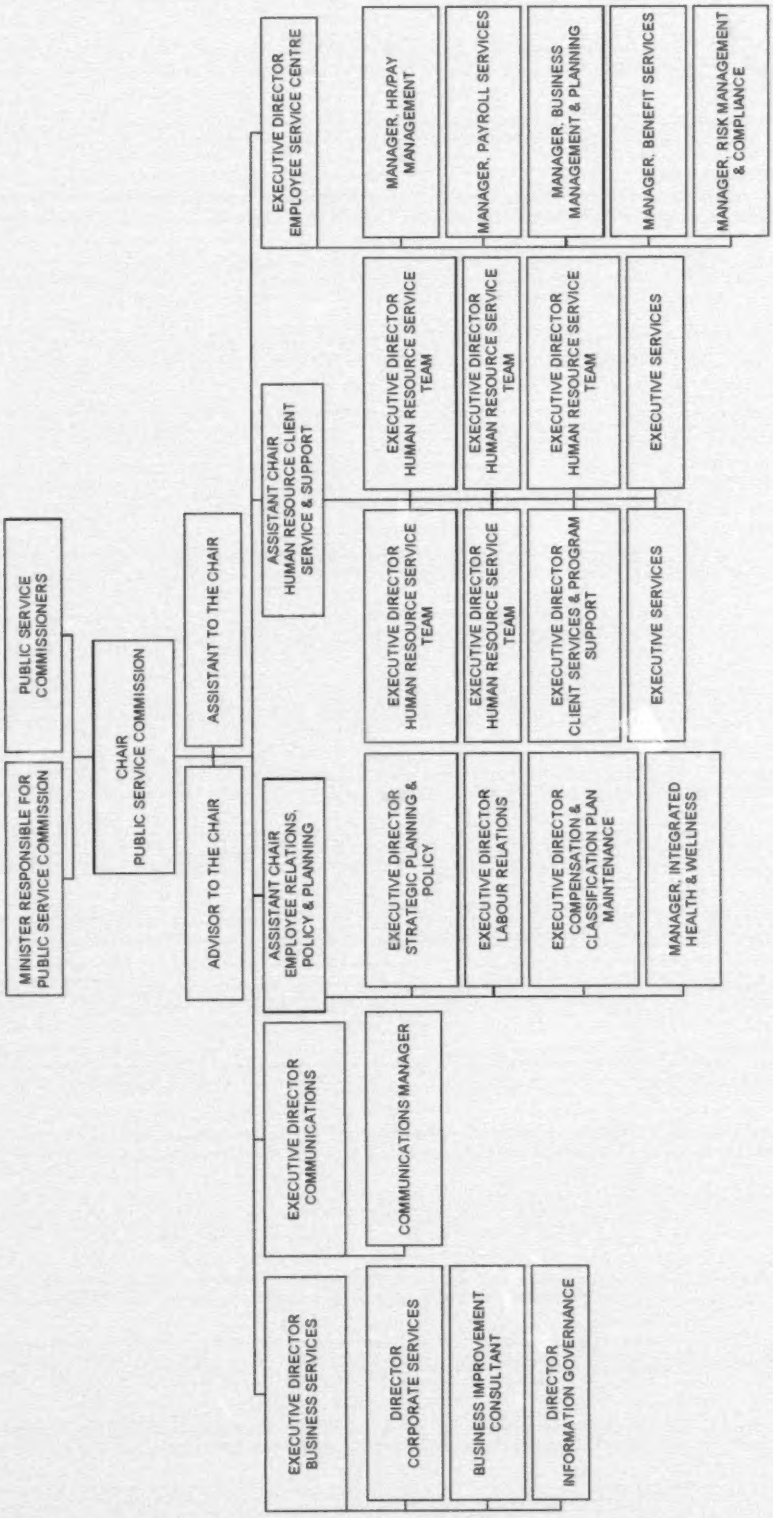
The Public Service Commissioners are appointed by the Lieutenant Governor in Council and are responsible to effectively carry out the provisions of *The Public Service Act, 1998*.

Commissioners have all the powers of Commissioners appointed pursuant to *The Public Inquiries Act*, including the power to administer oaths and declarations, to subpoena witnesses and to compel the production of books, papers and records. The Chair and other Commissioners have exclusive statutory duties respecting all human resource matters laid out in the Act.

Appendix B – Public Service Commissioners

Karen Aulie, Chair	Regina
Philip Benson	Regina
Allan Higgs	Regina
Richard McKillop	Regina
Nancy Croll	Regina

Appendix C – Public Service Commission Organization Chart, Executive Structure, March 31, 2016


MINISTER RESPONSIBLE FOR PUBLIC SERVICE COMMISSION
PUBLIC SERVICE COMMISSIONERS
CHAIR PUBLIC SERVICE COMMISSION
ADVISOR TO THE CHAIR
ASSISTANT TO THE CHAIR
ASSISTANT CHAIR EMPLOYEE RELATIONS, POLICY & PLANNING
ASSISTANT CHAIR HUMAN RESOURCE CLIENT SERVICE & SUPPORT
EXECUTIVE DIRECTOR BUSINESS SERVICES
DIRECTOR CORPORATE SERVICES
BUSINESS IMPROVEMENT CONSULTANT
DIRECTOR INFORMATION GOVERNANCE
EXECUTIVE DIRECTOR COMMUNICATIONS
COMMUNICATIONS MANAGER
EXECUTIVE DIRECTOR STRATEGIC PLANNING & POLICY
EXECUTIVE DIRECTOR LABOUR RELATIONS
EXECUTIVE DIRECTOR COMPENSATION & CLASSIFICATION PLAN MAINTENANCE
MANAGER, INTEGRATED HEALTH & WELLNESS
EXECUTIVE DIRECTOR HUMAN RESOURCE SERVICE TEAM
EXECUTIVE DIRECTOR HUMAN RESOURCE SERVICE TEAM
EXECUTIVE DIRECTOR CLIENT SERVICES & PROGRAM SUPPORT
EXECUTIVE SERVICES
EXECUTIVE DIRECTOR HUMAN RESOURCE SERVICE TEAM
EXECUTIVE DIRECTOR HUMAN RESOURCE SERVICE TEAM
EXECUTIVE DIRECTOR EMPLOYEE SERVICE CENTRE
EXECUTIVE SERVICES
MANAGER, HR/PAY MANAGEMENT
MANAGER, PAYROLL SERVICES
MANAGER, BUSINESS MANAGEMENT & PLANNING
MANAGER, BENEFIT SERVICES
MANAGER, RISK MANAGEMENT & COMPLIANCE

Appendix D – Transferred or Excluded Positions

In accordance with the provisions of section 31 of *The Public Service Act, 1998*, a list has been prepared of positions which have been transferred to the unclassified division of the public service or excluded from the operation of the Act. During the 2015-16 fiscal year, 29 positions were transferred or excluded, as follows:

MINISTRY	POSITION	NUMBER
Central Services	Deputy Minister of Central Services (DM3)	1
Executive Council	Acting Director of Communications Services (MCP9)	1
	Acting Communications Advisor and Industry Consultant (MCP4)	1
	Executive Director of House Business (MCP9)	1
	Protocol Officer (MCP5)	1
Justice and Attorney General	Deputy Public Guardian and Trustee	1
	Controller of Surveys	1
	Crown Counsel	14
	Senior Crown Counsel	2
	Judicial Assistant (MCP2)	2
	Judicial Assistant/Case Manager (MCP4)	1
Public Service Commission	Acting Chairperson of the Public Service Commission (DM3)	1
	Chairperson of the Public Service Commission (DM3)	1
Social Services	Deputy Minister of Social Services (DM4)	1
TOTAL		29